

Ethics

wisdom is, ability to take ^{sound} decisions using knowledge & learnings

- Socialization** → Process of acquiring knowledge through interactⁿ b/w diff. social elements like humans, society, environment etc.
- Social control is restrictions imposed on individuals due to existence of various social norms eg. endogamy

Role of Family in inculcating values

- ① child imitates parents as they spend most time.
- ② Formative years
- ③ Family is most important institutⁿ of socialization.

Mother is first teacher & Home is first school.

- a) Entertainment media (indelible impression in kids, value loaded songs, movies needed)
- b) Moral stories of Grandparents → conditioning of values eg. Gandhiji, Shivaji and Obama.
- c) Mingling with down-trodden, self help → dignity of labour
- e) Pampering → value crisis.

Value Education

- Inculcating values like humanism, justice, well being of others
- **Lack of value education** → growing violence, intolerance, terrorism, pollution etc
- **Educateⁿ & values are inseparable, 2 sides of same coin.**
- Current conflict b/w trad. & new values → erosion of values needed for social harmony & peace.
- Institutⁿ sustains durable values.

Churchill said **first duty of university is to teach wisdom, not trade, character, not technicalities.**

Role of educational institutions in inculcating values

Discipline | Punctuality | Equality | Sensitization | Leaders & thinkers | No to malpractices | sportsmanship | Cleanliness | Integrity, honesty, uprightness, impartiality | Unity | Tolerance | Compassion | Fellow feeling

[Physical | Civic | Social | Psychological | Moral | Academic values]

Kalam → "If a country is to be corruption free, & become a nation of beautiful minds; father, mother & teachers can make real difference" → [Use in Role of family/school]

Grandhi → { Beliefs → Thoughts → words → actions → Habit → values }
& your values become your destiny

Duryodhana tells Krishna → "I know Dharma but I am not inspired to pursue it. I know Adharma, but I am not able to withdraw from it"

Honesty → Truthful → veracity (conformity with fact i.e. quality of being true/correct)
↳ Non-pretentious
↳ devoid of fraud

Eg. Shastriji got 15 day parole for seeing ill daughter but returned in 5 days

Eg. M. Visweswaraiya asked to reduce salary as wife was saving 10 rupees extra.

- Truth has nothing to do with conclusion | You are responsible for being honest not for someone's reactⁿ to your honesty.
- To err is human: - one must accept mistake.

Integrity

Being one & same under every circumstances | unwavering adherence to honesty | consistency in thoughts, values and actions.

eg. M. Visweswaraiah → ^{personal} candles for reading personal books

eg. following signal @ 3 A.M. while no one watches.

eg. Gandhiji preached non-violence & adopted it in movement.

Impartiality / Non-partisanship

Not favouring anyone | Birth of favouritism is death of ethics |

eg. Kuvempu, Kannada poet's son failed in English but he asked teachers to reduce more marks.

• Gratitude → eg. Rahul Dravid thanking gardener, Usain Bolt

Being thankful, sense of indebtedness eg. Polish jews named a school after Maharaja Digvijay Singh of Nawaragar for saving 640 children & women by setting up orphanage.

• Punctuality → completing task within timeline

→ eg. Japanese trains, credible & reliable

• Compassion → Being sympathetic to other's woes

↳ Humanity is subset of compassion

↳ active desire to alleviate suffering

eg. Prashant Nair
Compassionate
Kozhikode

• Valour → behaviour showing high moral standards.

(Operations
Sulaimani to
feed hungry)

- **Loyalty** → unquestionable Allegiance eg. Karna to Duryodhan
- **Simplicity** → devoid of grandeur eg. Gandhi, Shastri
- **Patriotism**
- **Spirituality**
- **Love**

Crisis of ethical values

- ① ends > means, ② materialistic life, greed, ③ Lack of compassion
- ④ Dishonesty, ⑤ indifference to social evils, ⑥ weak character
- ⑦ Primacy to individual good

Attitude → psychological tendency to judge an object/event with degree of favour/disfavour
 ↳ aggregate of person's evaluations about target object (person/animal/situation/substance/issue)

Imp:

As per Breckler & Wiggins, attitude is hypothetical construct that represents individual's like/dislike for an item

OR, "Subjective indiv. interpretatⁿ of objective outside world"

eg. ① Half-glass full, ② when surrounded by enemies → wow! can attack from all side, ③ Milkha → Lost race — sun like that!

"Attitude is spectacle through which a person sees the world."

Sum of thoughts & ~~em~~ ^{created} emotions when one sees / think of target is attitude. eg. Fear on seeing snake.

Content & structure of Attitude

① Attitude as ^{between} continuum of '+ve & '-ve

② Attitudinal ambivalence → '+ve & '-ve evaluations of same target



Affective → emotional part / feelings / moods associated with target / mostly manifested at subconscious level / compassion / tool ~~of~~ for conditioning / introspection / Ascribed

Cognitive → concerned with knowledge, informatⁿ & thought / Acquired / deliberate interpretⁿ leads to it / Rational, aware

Behavioral → product of above two components

Behavioral change can be brought by changing affective & cognitive component of attitude.

Quotes

"It is attitude, but not aptitude which determines one's aptitude" → Businessman Zig Ziglar

Conditioning of attitude is imperative for harnessing benefit of aptitude.

Every long journey sets out with a small foot.

Thomas Edison, "I have not failed. I have found 10k ways that did not work." (failure of 10k prototypes)

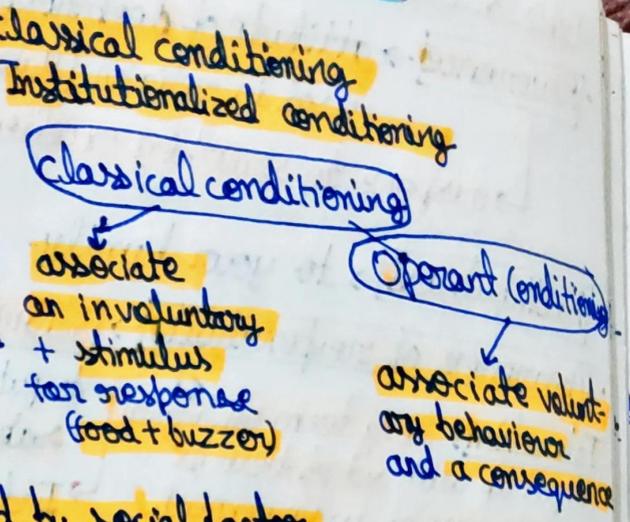
- **Aptitude** is what you are **capable of doing**. **Motivation** determines **what you do**. **Attitude** determines **how well you do it**.
- **weakness of attitude** becomes **weakness of character**.
- **Attitude** is a **little thing** that **makes big difference**.

Attitude for civil servants → **Significance** = [**Negotiations** | **relationship with state** | **addressing challenges** | **inter dept. coordination**]

Functions of Attitude

- 1) **Primary fⁿ** is to mediate b/w person's **internal needs & external envt.**
- 2) **Adaptive fⁿ** → [**adjust - modify - act** | to ext. envt.]
- 3) **Knowledge fⁿ** → [**facts with interpretatⁿ** | 1857] → **making 1st war of independence**
- 4) **Value expressive fⁿ** → values are expressed through attitude.
Values are static, they are activated by attitude. ✓
- 5) **Ego defensive fⁿ** → [**psychologically** | **self-conceptⁿ**, one's opinions | **attitude serves to preserve self**]
[Attitude serves to preserve self] eg. **[Doctor → doesn't know new disease]** → **Nobody knows** → **don't have equipment** → **to justify actions for protecting self esteem.**
- 6) **Heuristic function**
 ↳ **shortcut to solve problems immediately** eg. **restrain** abstaining from uncomfortable situations based on past experiences, educated guesses, **avoiding eggs during Bird flu.**
- 7) **objects of appraisal** → attitude ability to **summarize 've / '-ve attributes**
- 8) **Social adjustment** → **associate/dissociate**
- 9) **externalizatⁿ** = **defend self against internal conflicts**
 eg. **poor performance in sport** → **dislike sport**

Attitudes are expected to change as fⁿ of experience



Attitude & Behaviour

→ complex relationship / complicated by social factors

- ① fⁿve attitude → well adjusted behaviour
 However sometimes healthy attitude → harmful behaviour eg. trying to hold onto abusive / domestic violence to save marriage
- ② changing attitude can change behaviour.
 ↳ eg. fⁿve campaigns for cleanliness, prenatal care
- ↳ change irrational ways of thinking eg. superstitions
- ↳ correct inappropriate behaviour
- ③ child's attitude changes as per observed behaviour
- ④ may predict spontaneous behaviour. eg. when attitude is inaccessible, behaviour influenced by situational & social factors.
- ⑤ cognitive dissonance → unpredictable attitude & behaviour.

Moral Attitude

→ qualitative evaluations in consonance with rightness/wrongness is moral attitude / attitude with moral convictions of rightness / wrongness / Moral = rightness

• Bias towards righteousness / virtuousness (not neutral)

Ammoral
 Neutral w.r.t. right/wrong
 personal ← eg. sweet dish

Moral
 Right
 euthanasia
 capital punishment

Immoral
 Wrong
 Abortion,
 live in relations

Types of Moral Attitudes

• **Reverence** → attitude of deep respect with awe / veneration / often used in religion | **Humbling of self** when something > self
↳ response to something excellent in moral way & above oneself

• **Faithfulness** → to your family

• **Awareness of responsibility** → **Pragmatic defence** (short term willingness to put up with set of beliefs, practices sake of achieving some other good)
↳ **Tolerance**: long term willingness to put up with set of beliefs even in case of disagreement
↳ **Indifference**

• **Veracity** → Truthfulness | Basic presuppositions for a persons moral life. (tacit presumptions)

• **Goodness** is ^{at} heart of moral values

• **Tirukkural** → "Falsehood takes place of truth when it results in unblemished common good."

"A lie spoken for someone's good is not entirely a lie."

↳ eg. "mother lies to child about sweets for child's health" soon & Parra saved prince life & telling patient he may recover

Political Attitude → Qualitative evaluatⁿ of political ideology / psychology & ways of implementing same.

• **Objective of Politics** → Acquisitⁿ, management & retentⁿ of governance power

↳ **Approach** → [Reactionary → Regression | conservative → evolution | progressive → revolution]

• **Political conservatism** → favour traditⁿ & gradual change |

• **Nationalism | Liberalism.**

Gandhi → "Truth has drawn me into field of politics"

↳ **Seven sins** → [Politics without principle]

Politics = [Realism, ends > means, criminalizatⁿ & corruption]

Ethics = [Idealism, means as well as ends imp.]

Dorren Acemoglu said, "Why Nations fail?" → unethical politics, corrupt, unethical institution

Social Influence

- To seek to alter/condition another person's emotion - opinions - behaviours.
- Individ. thoughts - beliefs - actions are affected consciously/unconsciously by others.
- using Informatⁿ, educatⁿ, communicatⁿ, media, social norms, peers etc.

Herbert Kelman → three processes as varieties of social influence
↳ **Compliance** → rule/law [eg. Helmet] for accepting, due to social pressures (behaviour changes not necessarily attitude change)

Identification → attitude change due to influence of admired persons (eg. celebrity with example like Deepika Padukone opening up about depression → reduces stigma on mental health.)

Internalizatⁿ → process of acceptance of set of norms established by people/groups → accepts influence (eg. Gandhi, Baba Amte) / keyword of "internalizatⁿ" is "content of new behaviour".

[Charisma | Emotⁿ | Peer | Reputatⁿ | Presentation | Content]

Persuasion

- Form of social influence / process of guiding people towards adoptⁿ of an idea/attitude/action by rational & symbolic means.
- **Deliberate attempt to conditⁿ thought** → behaviour → action.
- Relies on appeal than force / convincing people to change their attitude.
- **Dissuasion** is convincing someone not to believe/act on something.

Quote → "Influence is just persuasion in slow motion." / "Character is most effective means of persuasion." eg. simplistic living.

TARES test → to act as professional guidelines to follow for ethical persuasion.

- ↳ Truthfulness of message
- Authenticity of persuader
- Respect for persuadee
- equity of the appeal
- social responsibility of common good

Techniques

- ① Logical arguments
- ② incentivise attitude
- ③ Disincentivise
- ④ Repeated reminder
- ⑤ Appealing to psyche
- ⑥ Empathy

Persuasion in public service →

Schools are treasure
house of virtues

- Superiors → to approve initiatives
- Financial → persuade for profitability of initiatives.
- Pvt/corporate → to invest in initiative
- Public representatives → persuading for long term gains
↳ for inclusive growth
- Subordinates & staff → to work for longer period, work @ holidays, work conditⁿ
- General public → for social cohesion/capital
↳ behavior change eg. open defecatiⁿ

Aptitude → one's ability to learn / acquire new skills / potential to do something / inborn ability to a certain kind of work / may be physical/mental

Intelligence Quotient = "considers intelligence as single measurable characteristics affecting all mental ability."

- **Skill** = what person has learnt to do in past.
- **Ability** = present descriptⁿ of what we can do
- **Aptitude** → ability to do in future (forward looking)

Foundational value for Civil services

Value \Rightarrow integrity \Rightarrow Character

Integrity \rightarrow unwavering adherence to moral principles in general & honesty in particular
 \rightarrow "what you think, believe, say & act" is in harmony.
 \rightarrow not becoz of ext. regulatⁿ but compulsion
 \rightarrow means "oneness"

"Integrity w/o knowledge is weak & useless, knowledge w/o integrity is dangerous & dreadful."

Integrity in public services \rightarrow [1] putting pub-service above personal ^{interests}

[2] fulfil duties & obligatⁿ responsibly. [3] Not mixing official ^{position}

Relevance \rightarrow [misappropriatⁿ & pol. pressure for public resources / selectⁿ of beneficiaries / appoint / recruit / promote / dept. enquiries \rightarrow not acquitting guilty officer / not blindly following duties (eg. Police not firing on innocent protesters in Peshawar during civil disobedience)]

[4] Code of conduct adherence]

Impartiality / Non-partisanship

- not arbitrarily favoring one at cost of disfavoring other.
- Political neutrality \Rightarrow Non-partisanship
- Act as per case's merit \Rightarrow impartiality

\rightarrow Kant's categorical imperative also emphasize impartiality i.e. "we shouldn't act on any personal maxim"



Significance

- Promote social justice
- Art. 14/15/16 of C.O.
- Professional ethics \rightarrow righteous
- Prevent majorit ^{arianism}
- interests of weak er sectⁿ
- objectivity of decision
- Sarvodaya

Rawls said "we must sometimes dispense with impartiality & instead treat others differently to achieve true justice." eg. Difference principle.

→ [Non partisanship = politically neutral]

Kenneth Kernaghan model

↳ Public official

- Permanent
- Merit based
- execution

Politicians are separate from admin.

- temporary
- elected
- policy decision.

Objectivity → Moral absolutist → every actⁿ is intrinsically right/wrong.
• means as exists in ground | looking @ things as they are.

→ devoid of indiv. preferences, emotions or choices.

→ Basing your advice & decisions on rigorous analysis of evidence, facts.

→ Objectivity begins with realization that man is an entity of specific nature, prone to subjectivity.

→ Act & decide impartially & fairly based on merit w/o discriminatⁿ/bias.

H.M. Tomlinson, "we see things not as they are but as we are".

How to bring objectivity → [No stereotype | No generalizatⁿ | No

Halo effect i.e. judging by any one trait | avoid primary effect

i.e. 1st impression | avoid recency bias | not jumping to conclusion at 1st instance | seeks views of other stakeholders.]

Importance → [selectⁿ/recruit, fair assessment, rational decisions, neutrality, efficiency.]

"If you like it, you will find a way to justify it. If you don't, you'll find a way to falsify it".

Dedicated to Public Service → [work towards achieving org goals]

complete involvement in delivery of public service | not just another job as it impacts every member in society | **Dedication** is ability to continue acting when motivation is lacking.

Empathy → integral component of emotional intelligence
↳ placing oneself in shoe of others | feeling same emotions as other person | thinking from standpoint of another person | experiencing experiences of others. eg. APJ → took children of employee to exhibitions.

"I don't ask wounded person, I myself become wounded person"

→ empathy means seeing with eyes of another ^{↳ Whiteman} listening with ears of another & feeling with heart of another. ✓

Tolerance → Harmony with/in difference | fair & objective outlook towards those who differ from us. | involves restraint & respect | capacity to endure differences | acceptance & respect towards differences | being patient, understanding & accepting anything different from own beliefs.

"Highest result of education is tolerance" | Akbar's Sulahi-Kul and Ashoka's Dhamma | "Unless we are able to evolve a spirit of mutual tolerance for diametrically opposite views, non-cooperation is an impossibility" → Gandhiji

Compassion → empathy + desire to alleviate suffering with act

"Righteousness in heart → Beauty in character → Harmony at home

"Peace in world ← Order in nation ←

↳ **Kalam**

Honesty → being truthful & open | non-pretentious | devoid of fraud.

"slander/defamatⁿ can't destroy an honest man, when flood succeeds, rock is there."

Aristotle → "Least initial deviatⁿ from truth is multiplied later a thousand fold"

"Trust starts with truth & ends with truth" | "To be trusted is greater compliment than to be loved."

"Even if you are minority of one, truth is truth" → Gandhi

Loyalty → quality of faithfulness eg. armed forces, Pannadhai

Collegiality → companionship & ~~comp~~ cooperatⁿ b/w colleagues showing responsibility eg. ISRO, armed forces

Confidentiality → practice of keeping sensitive informatⁿ secret with even discretⁿ

Virtue → behavior showing high moral standards.

• Plato discussed 4 cardinal values → [justice | prudence | temperance | fortitude (courage)] | • foundatⁿ of natural morality

Prudence

→ St. Thomas Aquinas → "perfecting reason i.e. intellectual virtue"

→ "Right reason applied to practice" → Aristotle.

→ Judging correctly, $\begin{cases} \rightarrow \text{right} \\ \rightarrow \text{wrong} \end{cases}$ eg. risk management

→ "disregarding advice/warnings of others whose judgement does not coincide with others" → **impudence**.

(care in people participatⁿ / stakeholders)

Justice → St. Thomas Aquinas → "will" based

↳ "constant & perm. determinatⁿ to give everyone their rightful due."

Emotional Intelligence

- emotion is instinctive state of mind (feeling/mood) | opposite of rationale.
- Intelligence is innate ability to apply knowledge/skills.
- Classic intelligence → series of skills which you require to rationally analyze & solve a problem.
 - ① Problem description - gather facts, analyze | ② Problem Solving - theoretical solutⁿ | ③ implementing solutⁿ - application
↳ requires E.I.
 - ↳ interpersonal
 - ↳ intrapersonal

"As per ^{Daniel} Goleman, ability to recognize, understand & (R.U.M.) manage your own emotions as well as emotions of other people." | Being intelligent about own emotions | a form of intelligence that displaces a natural/emotional inclinatⁿ with one that will lead to better outcome | Applicatⁿ of state of mind for fruitful purpose. |

- "To know when & how to use emotions to guide oneself."
- Modifying own emotⁿ as per demand of situatⁿ.

Quotes → "EI is not triumph of heart over head → unique interactⁿ of both." | "Your emotⁿ are slaves to your thoughts & you are slave to your emotⁿ" | emotⁿ of man are stored more quickly than man's intelligence | "When a man is prey to his emotⁿ, he is not his own master."

"EI is not being at mercy of emotⁿ but to use them & dominate them."

5 components of E.I. (SMEAR)

- ① Self Awareness → [self confidence | knowing own emotⁿ & trigger points | How it impacts you & others | others influence | learn to R.U.M. dit

- ② Self Regulation → [awareness useful only if managed | Regulateⁿ means removing emotⁿ from decision making | manage emotⁿ during interactⁿ.]
- ③ Social Skills → [establishing relatⁿ & sustain it | keep relatⁿ lively | Tailoring responses acc. to emotional state of other party | teambuilding | effectiveness in leading change → persuasiveness]
- ④ Motivation → mustering 'i've emotⁿ' | strong drive to achieve
- ⑤ Empathy → a turning point in our E.I., as it plays out in outside world.

Characteristics of EI people

- ① delaying gratificatⁿ | ② emotional awareness, | ③ Handling stress | setbacks | ④ 'i've attitude' | ⑤ Resilient in face of adversity | ⑥ Keep disruptive emotⁿ in check | ⑦ sensing effect of others' emotions | ⑧ ability to deploy strength & compensate weakness | ⑨ listening to others' emotⁿ & empathize with it.
- enables oneself to influence yourself first and then others to enable more stable & productive work envt.

How to improve E.I.

- inculcate ← optimism
eg. motivational stories,
Gandhi motivated people that freedom is possible
ego building ←
- Role playing
 - relaxatⁿ exercise for self eg. Yoga
 - Intrainspectⁿ → taking responsibility for oneself to inculcate self awareness.
 - developing empathy.
 - understanding emotⁿ by having rich emotional vocabulary eg. emotional literacy
 - Goal Setting
 - Assertiveness training | attentⁿ focus training.

→ IQ/Tech. skills → hired while EI/EQ → excel
→ IQ → more/less constant throughout life and EQ → improved through observatⁿ, learning, experience & conditioning.
(COEL)

Aristotle → "Anyone can become angry - that's easy but to be angry with right person at right time for right purpose is not within everyone's power."

4's of EI → [optimism & perseverance | self belief & confidence | equanimity (steady state of mind, calmness, composure) | curiosity | courage - fearless - fortitude]
↳ EI helps in building it

Needs of EI → [flexible response | take advantage of right time and right place | recognizing importance of varied elements of situatⁿ | to be rational & intelligent | mutual trust ↑ with public for admin. | Blend of thinking + feeling to make optimal decisions]

Vivekananda → mind as restless monkey + knowledge
↓
Calmer mind | "Until you know what mind is doing, you can't control it!"

→ All power is within you
↳ youth to have muscles of iron, nerves of steel & minds like thunderbolt.

educating ~~the~~ mind w/o educating heart is not educatⁿ at all.

Public / Civil Services Values & Ethics in Public Administration

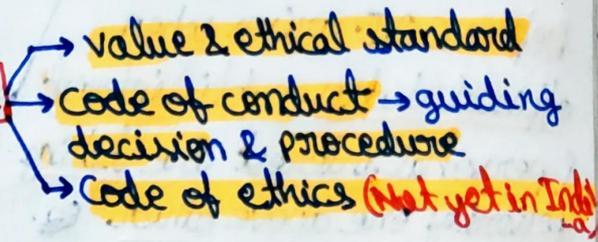
→ Vivekananda
↳ GS = blend of
saintliness & manliness

Public service values are set of principles & tenets that public service agency should observe in discharge of duty.

Draft Public Services Bill - 2007 → for public servants

- ① Patriotism & upholding nation pride.
- ② Allegiance to Cⁿ & law
- ③ Objectivity, impartiality, honesty, diligence, courtesy & transparency.
- ④ Maintain absolute integrity

Public services code as per 2nd ARC



2nd ARC recs.

- ↳ upholding Cⁿal spirit
- ↳ Highest std. of integrity & conduct | Impartiality & Nonpartisanship
- | Objectivity | Dedication to public service | Empathy & compassion | Accountability | exemplary behaviour

New public service values → [Flexibility | Innovatⁿ | Risk taking | efficiency & effectiveness | Team spirit | Competition].

Ethics in public administration

Great employees committing ethical lapses not amounting to criminal conduct | Actions under guise of friendship → accept favours → ["offend spirit of law but not violate it's letter"]

→ 2nd ARC quoting Senator Fulbright → conflict of interest

Conflict of Interest → set of circumstances that creates risk that professional actions regarding primary interest are unduly influenced by 2^o interests.

2^o interests → Not only financial gain but also motives
desires for professionally advancedment but also motives

Malfeasance → unlawful / illegal act done in public capacity

Misfeasance → proper actⁿ but not doing it correctly.

Conflict of Interest → decisions regarding public interest may be influenced by private interests.

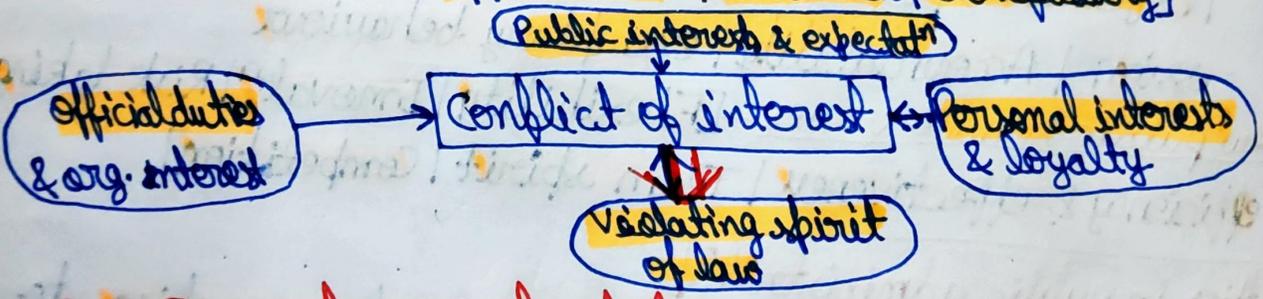
manifestⁿ in decision making

- (i) Org. v/s personal interests
eg. corrupt / high priced contracts
- (ii) Org. v/s public interest
eg. saving cost by making bad quality bridge
Delhi MLA Parl. Sew.
- (iii) Public v/s pvt. interest.
eg. taking up PDS leakage funds

Defⁿ → C.O.I. arises when official duties, public interest & personal interest are taking priority one above other. eg.

↳ Code of ethics to deal with it as it represents "spirit of law" that's violated and not the letter.

examples of C.O.I. → [appointment / interview / Beneficiary]



C.O.I. can be resolved by,

- code of ethics / refine code of conduct to include C.O.I. / Prohibity & risk management priority / adhering to foundatⁿal values / S.O.P. / vertical & lateral accountability / defⁿ C.O.I. in law books / 2nd ARC
↳ cooling off period

What is in person's best interest is not in best interest of organisatⁿ / others."

C.O.I. → deriving personal benefits from actⁿ / decision in official capacity.

2^o interests → Not only financial gain but also motives/
desires for professionally advancedment.

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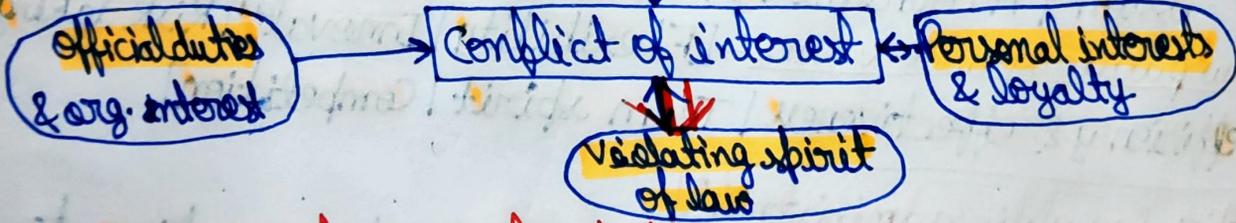
- ① Org. v/s personal interests
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- ② Org. v/s public interest
eg. saving cost by making bad quality bridge
→ Delhi MLA Post Secy.
- ③ Public v/s pvt. interest.
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Public interest & expectⁿ



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what is in persona's best interest is not in best interest of organisatⁿ/others."

C.O.I. → deriving personal benefits from actⁿ/decision in official capacity.

→ indiv. personal interests could compromise his judgements/actions.

Public Interest → general welfare of public at large | legitimate interests that don't infringe upon rights of others | eg. giving permission for late night festivity in interest of few against larger interest of nuisance.

Principles & Procedure → [Natural justice = opp. to be heard. (Princ. of natural justice) | Responsiveness | Utilitarianism | Communitarianism] avoid C.O.I. | code of conduct | S.O.P. | code of ethics | Citizen charter]

Ethical concerns & dilemma

E.O. = making choices b/w competing ethical principles
= adhering to one compromises other

Defⁿ → conflict b/w moral imperatives whereby obeying one would result in transgressing another.

Right v/s Right | wrong v/s wrong | Right v/s wrong | indiv. choice v/s social norms
indiv. choice v/s organisatⁿ | means v/s ends

Cases → ① Public good v/s directives of superior [festival → credible intelligence about miscreants | superior → don't detain anyone]
② secrecy v/s transparency; ③ non-discriminatⁿ v/s preferential treatment; ④ Honesty v/s efficiency [subordinate - concept but removal = ↓ efficiency] (difference principle)
⑤ Rule bound v/s flexibility [Health insurance = ration card mandatory → old age]

Abraham Lincoln → "True rule while embracing/rejecting anything, is not whether it has any evil in it, but whether it has more evil than good." → Hardly anything is wholly good/bad.

Buddha → "Shun evil, do good." | more evil than good v/s more good than evil.

Sources of ethical guidance

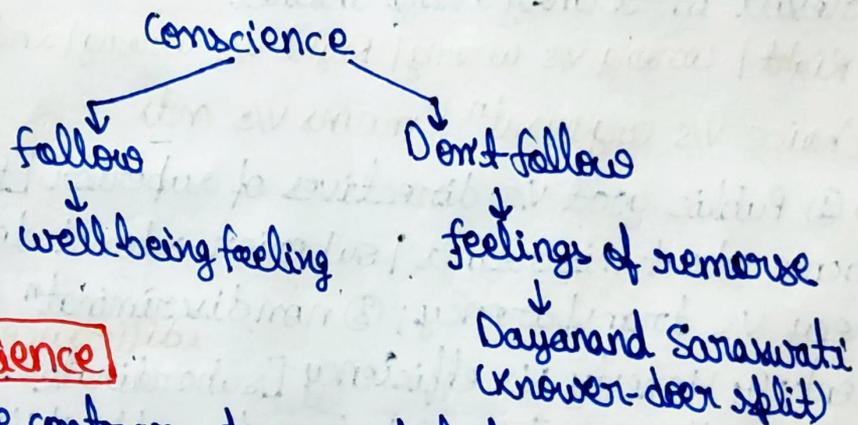
① Conscience → moral sense of right & wrong in every person [inner voice]
Intuition that assists in distinguishing right from wrong.
→ conscience leads to feelings of remorse when we commit

actions that go against moral values. v/s feelings of well being / Good when actⁿ are in conformity to values if not heard to conscience → knower-doer split as postulated by Dayanand Saraswati

→ conscience is not always reliable as there is subjectivity within our moral values due to indiv. experiences & upbringing.

Gandhi → there is higher court than court of justice & that is court of conscience

→ Human voice can never reach distance that is covered by still small voice of conscience.



Crisis of Conscience

• when actⁿ are contrary to one's beliefs - values & inner voice
eg. a person deciding to steal out of compulsion to feed hungry children → inner voice "NO" → listened peace

↓
not listened
↓
knower doer split

eg. Coming late → false reason → crisis → Tell truth → inner peace
→ NO → know

⊕ Law & Rules as a source of ethical guidance

• Codificatⁿ of ethical conduct | Law \rightleftharpoons source ethics |

Rules \equiv do's & don't's

Laws are like legal version of rules | In absence of law, rules are guiding light.

Quote -> "As degree of democracy in governance ↑, law marches towards ethics." | civil disobedience becomes a sacred duty when state has become lawless or corrupt.

Unethical laws -> Nazi Regime | Slavery regulatⁿ in Europe | Doctrine of Lapse

Criminal tribes act

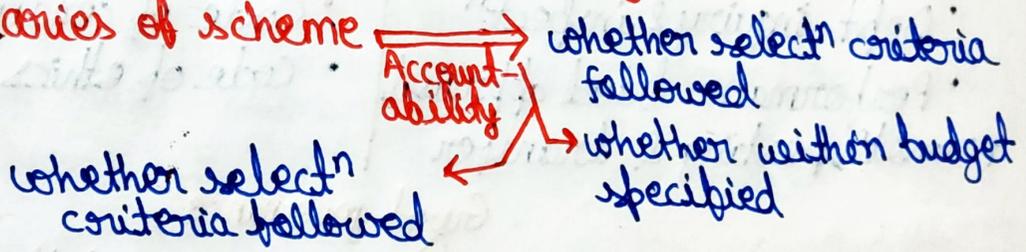


{ Legal but unethical }
{ ethical but illegal }

Kautilya -> "Accountability is obligatⁿ of those holding power, to take responsibility for their behaviour & actions"

Accountability & ethical governance

Being answerable for performance (of task assignment) | seeks to fix responsibility for an action | keeps count of whatever one does & answer questions on same. eg. Task => Selectⁿ of beneficiaries of scheme



- Types
- Upward (vertical) accountability => employee to organisatⁿ
 - Downward accountability => organisatⁿ to employee (RTI)
 - Horizontal (lateral) account. => AG, Audit, inter dept. enquiry
 - Social accountability => accountability to people

Why Accountability is needed? (NOLAN)

- 1 Take actⁿ on failure of actⁿ/decision
- 2 Take responsibility of action
- 3 Credit success of action
- 4 underlines both rights & responsibilities of citizen to ensure govt. acts in public interest. eg. misappropriatⁿ of funds, poor quality raw material.

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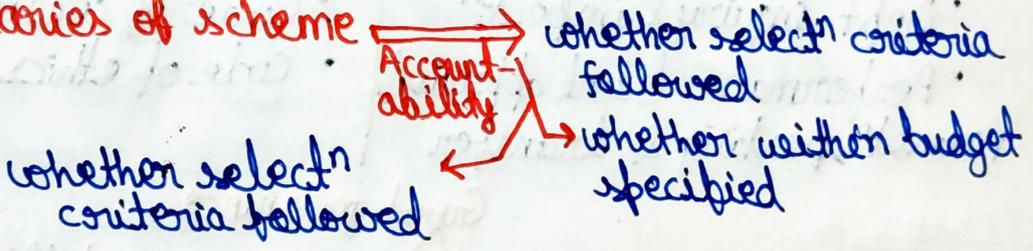


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World Bank

Approach towards accountability relies on civic engagement

How accountability is checked?

Audit (ethics, efficiency, equity, economy, effectiveness)

Inquiry

Disciplinary action

How to maintain accountability

more stakeholders

Hierarchy (approval, assignment)

Inhouse team

external body = Audit

Incentive, reward, punish

Transparency

Accountability

↳ Justice

(Theory of Justice - Aristotle)

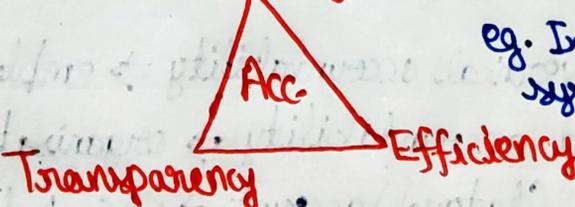
Indiv. accountability

- Supervision by seniors
- RTI codification
- Clear ~~codification~~
- Dept. inquiry & inspectⁿ
- Performance based appraisal, promotⁿ, posting & transfer

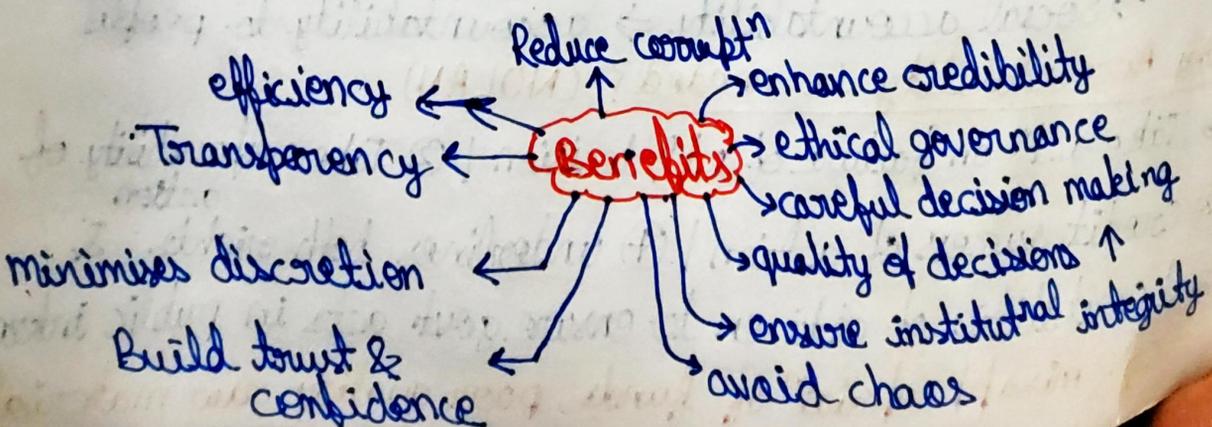
collective accountability

- Citizen charter
- Social Audit
- e-governance → e-court
- Code of conduct
- Code of ethics

Good governance

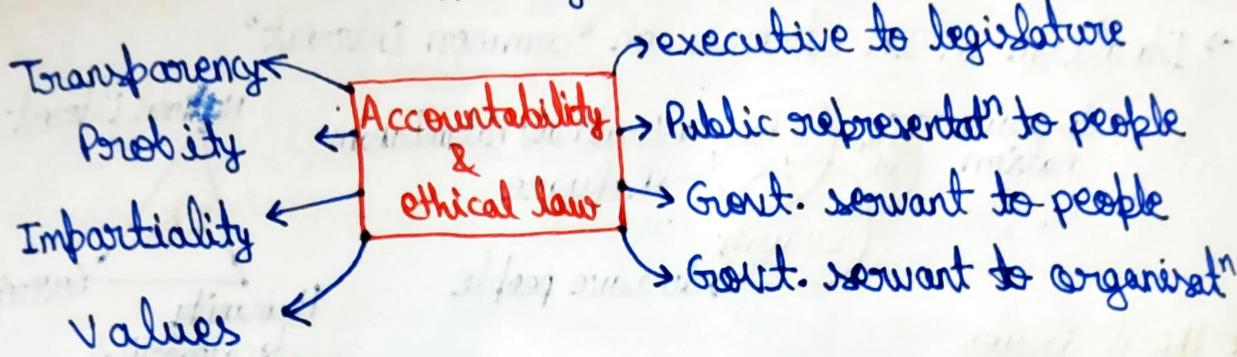
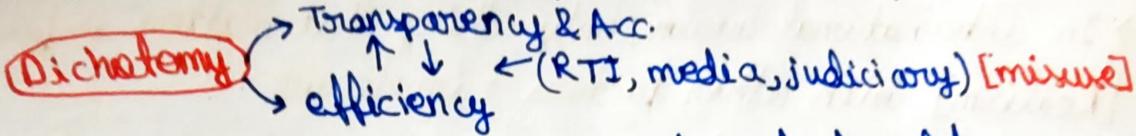


eg. Intelligent transport system [Mysore] → [City] [Bus]



Factors hindering transparency & Accountability

Mixure of RTI, frivolous complaints & appeals | media trials, yellow journalism, misquoting facts | ↑ pendency of cases



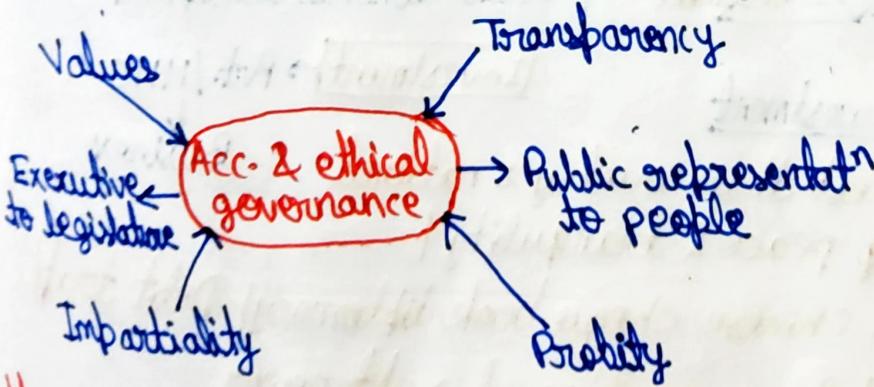
Ethical Governance

[Swraj] → Good gov. of Gandhiji

→ Governance →

→ **ethical governance** → ethical handling of public affairs
 ethical v/s legal → value laden
 is balanced appropriately [Utilitarian approach is followed to serve maximum good.]

eg. conduct of free & fair elec is foremost acc. measure that fosters ethical governance.



Strengthening ethical & moral values in Gov-

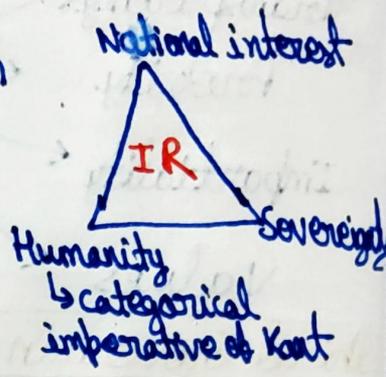
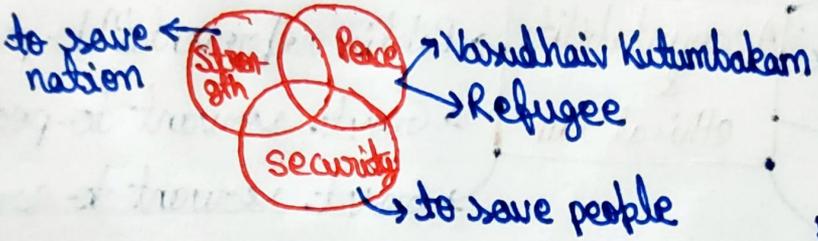
Why?

- ① Legality of govt. action
- ② Rationality in policy & decision making
- ③ Evolving sense of responsibility
- ④ Responsiveness
- ⑤ Showing compassion
- ⑥ Spirit of justice
- ⑦ Strengthen work commitment

How? → [Code of conduct & ethics | Acc. & Transparency | Probity | Leadership values | cordial relatⁿ with people | Nolan Committee]

Ethical issues in IR & funding

- principles guiding good/bad in relatⁿ [strategic, socio-cultural-political] with other countries & it's people.
- In international realm, only thing that matters is power [Realism] with other factors → irrelevant.
- Idealism in IR stresses on "common interest"

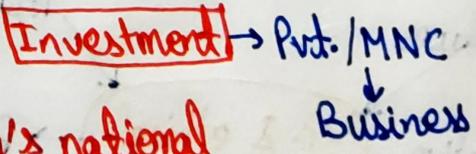
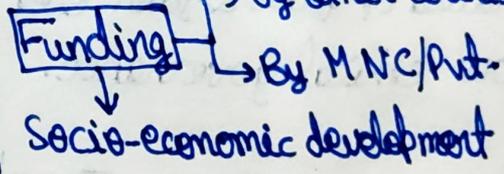


Ethical issues

- 1 Quest for territories
- 2 undermine stewardship & sustainability
- 3 WMD, Nuclear
- 4 Migrant Crisis, refugee
- 5 Famine, Hunger, trafficking
- 6 international funding

- eg. Slave trade, Hoarding, tax avoidance
- Tragedy of Commons (C.C.)
- Machiavellian traditⁿ of real politik (Political realism)
- Lifeboat ethics (Garrett Hardin) → where everybody saves own life by other countries

Issues →



Concerns with Investment

- Promote own interest than country's national priority | Stirrup peace & tranquility |
- deter & destroy → chinese cheque book diplomacy | Debt trap
- Bargaining chip | As a gesture of soft power

Corporate Governance

(Those who create wealth are nation's wealth → Nirmala Sitharaman.)

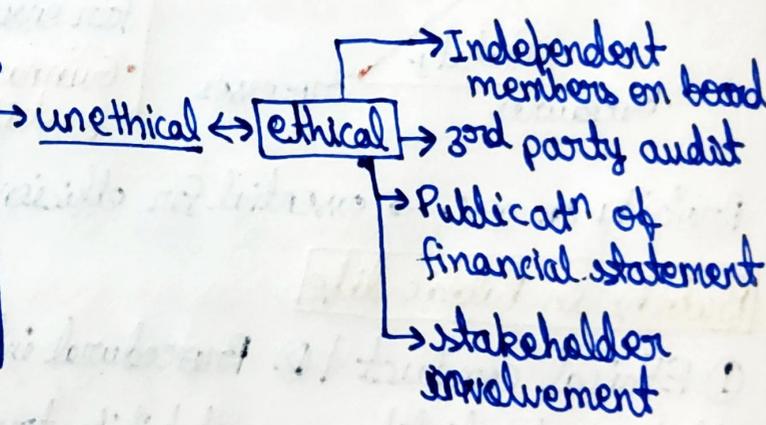
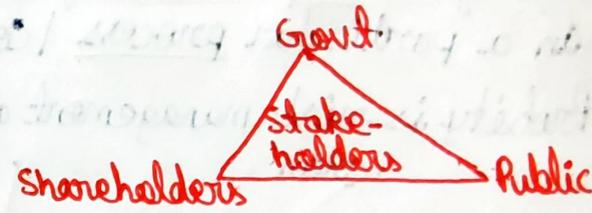
- Governance is art of steering (eg. Dairy milk (sustainable sourcing))
- Business corporatⁿ → ownership & management are separate
↳ money is raised from public by selling shares
- Corporate Governance → set of all methods & process that steer a business corporatⁿ to protect interests of all stakeholders & shareholders. | Not compromise interests.
- Traditional Governance → management accountable only to investors.

Modern concept → all processes, relatⁿ, laws, institutⁿ management ~~accountable~~ ^{accountable} to stakeholders, shareholders and Govt.

stakeholders

① Shareholders

- ① management decision w/o concerning shareholders
- ② Reduced returns
- ③ Insider trading
- ④ Doctoring of Accounts
- ⑤ misappropriatⁿ of funds



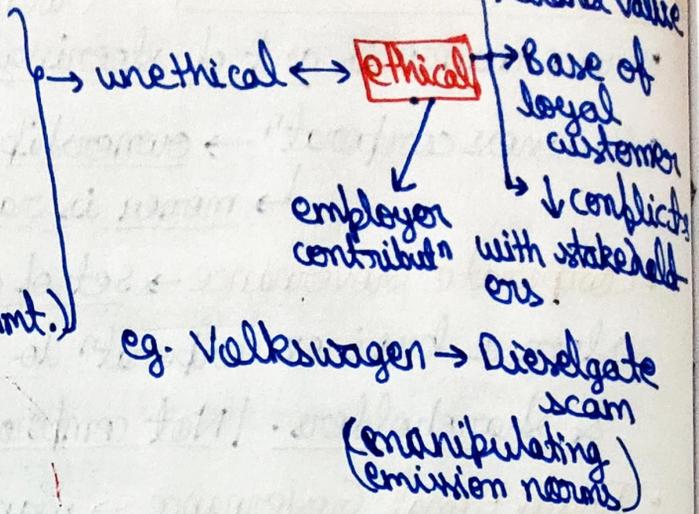
② Govt.

- Tax evasion
- Flout envt. norms
- Constructⁿ norms
- Fire & labour safety



Public

Practices affecting Health
Pollutⁿ exhaust
effluents in river
Hoarding, Black Market
CSR (Injeti Srinivas Commt.)



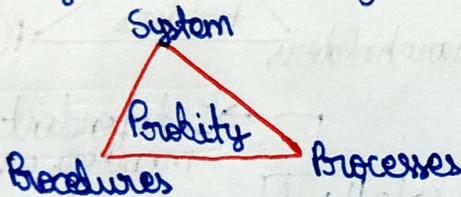
eg. Volkswagen → Dieselgate scam
(manipulating emission norms)

Social stock exchange
↳ to take our capital closer to masses

Probability in Governance

Probability is complete & confirmed integrity, uprightness and honesty in a particular process. | considered as being incorruptible |

Probability is risk management approach ensuring procedural integrity.

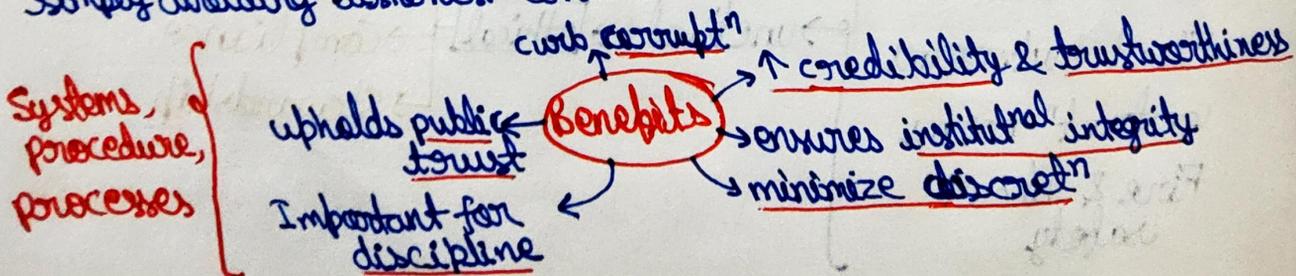


- Absence of corruptⁿ is pre-requisite for ensuring probability.
- Gunnar Myrdal → w/o discipline & probability → no real progress

Probability in gov. → essential for efficient & effective system of governance

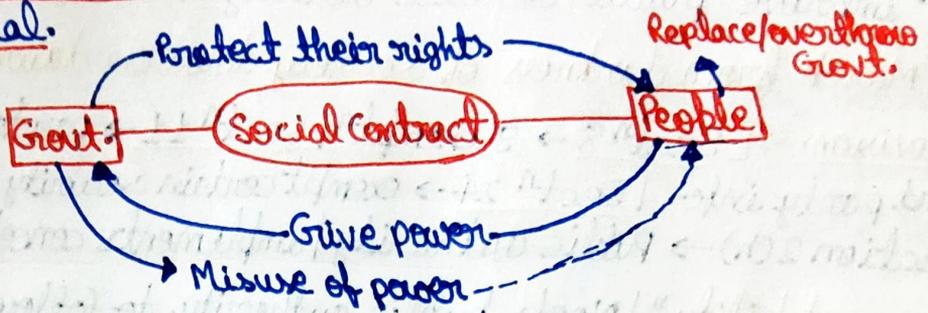
Probability in Public life

① Ethical conduct | ② Procedural integrity, honest | ③ Being incorruptible | ④ Impartiality, accountability, transparency | ⑤ more than simply avoiding dishonest conduct.



Public Services → "offer most common interface betⁿ people & state."

Philosophical basis of Gov. & Probity ① Social Contract → Just society = fair system of social cooperatⁿ b/w indiv. who are free and equal.



② Kautilya on Governance → "Yogakshema" as ultimate goal | welfare state | It is duty of state to provide "common good". | Yogakshema → ancient indian concept of good governance

• Ruler's influence

↳ "Yatha Raja, Tatha Praja"

material spiritual moral
↓
Wellbeing

Governance is process of decision making & process by which decisions are implemented.

Information sharing & transparency in Govt.

① Informatⁿ sharing

→ Informatⁿ ethics

→ Proactive disclosure of informatⁿ pertaining to govt. policies & functⁿ (sectⁿ 4 of RTI)

② Transparency → no wall b/w govt.'s actions & decisions and public's knowledge of it.

eg. Selectⁿ of Beneficiaries

Info. sharing
↓
Criteria

Transparency
↓
disclosure

infinite transparency could do more harm than good

↳ checks needed → security
→ privacy

withholding of functioning data of govt. from general public is major reason for frauds, scams & misappropriation.

Favoritism/Accountability

RTI → 2nd ARC termed it as **Beacon light of transparency**

- milestone in ushering transparency & Accountability in governance.
- improve public service delivery & welfare

"March from darkness of secrecy towards dawn of transparency"

Provisions → [Section 8 → 9 exemptⁿ / Section 11 → protectⁿ to confidential 3rd party info. / Section 24 → exempt certain security & intelligence organisations section 2(h) → Public authority / implements concept of **"Downward**

Accountability" / Needs public authority to follow procedures in letter & spirit.

- { Section 8(1) → [confidential info from foreign / impedes investigatⁿ / Cabinet papers]
- { Section 8(2) → disclosure of info exempted under OSA, 1923 in larger public interest.

issue of surrogate RTI / Rajasthan recently → Jan Vihar March

Code of Ethics → statement of values which should guide civil servants in discharge of their duties.

"Lack of moral earnestness which has been a conspicuous feature of recent years, is perhaps greatest single factor which hampers growth of strong traditⁿ of integrity & efficiency."

engendering spirit of empathy / No C.O.E. for civil servants in India yet / **Conduct Rules - 1964** (norms in rules are much older than rules themselves)

Code of ethics

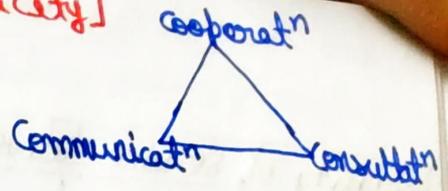
① LOOSHAJ Principles of NOLAN

② Buddhism, Jainism, Bhagwad Gesta

③ Draft public service bill, 2007 → [codify ethics for public servant / Allegiance to Cⁿ / Apolitical bⁿ / Values → Impartiality, fairness, equity]

not mixing official positⁿ | temperance | voracity

{ To be humble to superior = duty
To be humble to equals = courtesy
To be humble to inferior = nobleness }



Code of Conduct → Letter

• subset of C.O.E. | ready reference for guiding behavior | "Desirable specific actⁿ & prohibitions" | "C.O.C. is systematic documentatⁿ of acceptable & unacceptable behaviour" | [Prescribed set of Do's and Don't's]

• Purpose → [Guiding light → Dilemma / Crisis | Uniformity eg. dress code |

Privacy eg. Doctor not to reveal patient's detail | Emergency → deliver service compulsorily | Societal good → selflessness | Promote morality → respect for all]

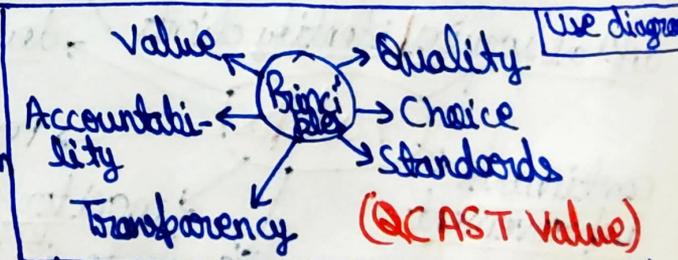
• C.O.C. for Public Servants → [Ensure highest standard of integrity, devotⁿ to public service | Gifts (x) | Public media participatⁿ → own views | Not criticize Govt. | No mixture of power / identity | No pol. participatⁿ.]

Citizen Charter → presents commitment of organisatⁿ towards standards, quality & timeframe of service delivery, Gr.R.M., Transpar. & Accountability | enshrines "trust" b/w provider & users | 1st

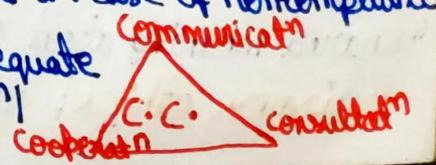
by John Major in UK (1991)

What should charter incorporate?

- ① Business transacted by Organisatⁿ
- ② Vision & Mission statement
- ③ Details of clients | ④ Services provided | ⑤ Service delivery timeline | ⑥ Gr.R.M. | ⑦ Expectatⁿ from client | ⑧ Recourse in case of noncompliance



Evaluatⁿ → [not formulated consultatively | No adequate publicity | No specific funds for awareness generatⁿ | in early stages of implementatⁿ | Capacity Issue]

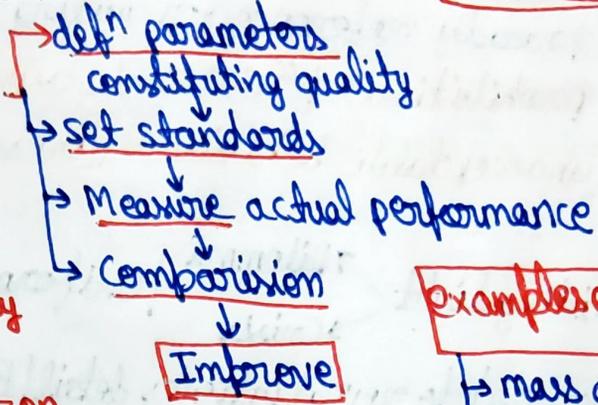


Quality of Service delivery

- Quality \equiv difference b/w standard & reality
- Inclusive growth



Quality methods



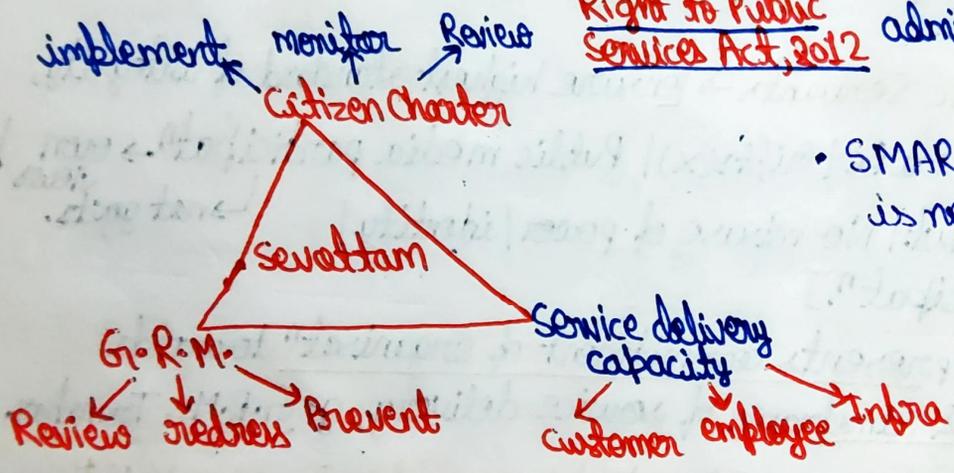
Criteria

- Time taken for Public service delivery
- Complaint
- No. of times \rightarrow citizen had to personally take look

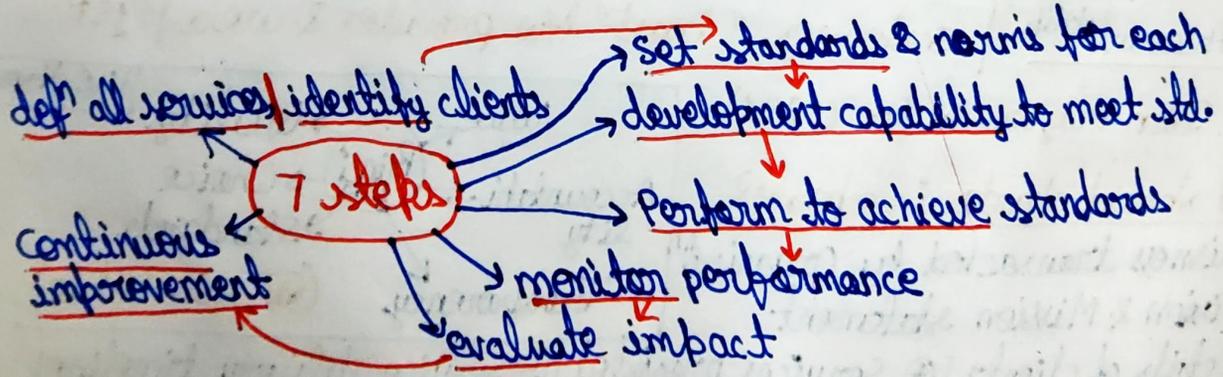
examples of efficient service delivery

- \rightarrow mass contact project (KL)
- \rightarrow Garamin Haat (M.P.)
- \rightarrow Sewalamban District administratⁿ (Orhara)

Odisha's Right to Public Services Act, 2012



• SMART Bureaucracy is need of Hour.



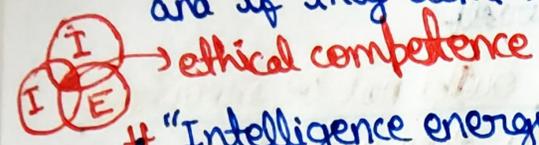
Work Culture

"shared meaning about organisatⁿ" by all members of organisatⁿ"
Business ethics/Corporate governance!

• strong work culture → employees follow organizatⁿ rules and adhere to existing guidelines. {4.4 Glassdoor rating @ Google}

• Perceptⁿ of employees about their leader's ethics i.e. slipping, eroding 1. ↑ retaliation against whistle blowers [work culture ≈ organisational culture] (opportunity to grow Top-bottom wages / Glass Ceiling)

Quote → "while hiring, people look for integrity - intelligence - energy and if they don't have first, other two will kill you" → Warren Buffet



"Intelligence energy used for '-ve cause = Akusal Kamma" (Buddhist)
Buddhist Dhammapada: "If one speaks/acts with a good mind, because of that, happiness follows one".



Utilization of Public funds

- ① Doctrine of public trust
 - ↳ state as trustee.
 - ↳ Lays responsibility on public servant
 - ↳ judicious expenditure
 - ↳ Money = citizens → to public officer, due to trust
- ② Doctrine of Appropriateness
 - ↳ way money is spent should bring equity - efficiency - economy
 - ↳ apply acumen, wit, temperance

③ DPSP → No. concentratⁿ of wealth (art. 39(c))
↳ maximize common good (art. 39(b)) [distributive]

Rubust financial info system of SIAFI (Brazil)

Challenges of Corruption → defⁿ [Illegitimate favour for immediate / future personal gain for doing a work which one is supposed to do as his duty].

• Corruption is one of most serious consequences of poor governance

• Corruptⁿ perception index: - 86th (Transp. International) slipped from 80 last years

• Sanskritizatⁿ of Corruptⁿ / short term fame culture of social media → ends over means
by Subhash Baxi. ↳ (Corruptⁿ as status symbol.)

• Corruptⁿ is like a virus, has infected ^{almost} every socio-economic activity [Pecuniary Bias, Personal Bias, official Bias]

Poverty is in fact used as a scapegoat to turn eyes away from truth that affluent & powerful people indulge in corruptⁿ in big way.

Quit India 2.0 → fight against social evils plaguing state like corruptⁿ, malnutritⁿ and terrorism etc.

Grandhi → (corruptⁿ = deceiving yourself)
 → "Corruptⁿ & hypocrisy ought not be inevitable products of democracy as they undoubtedly are today
 (Politicians → losing morality)

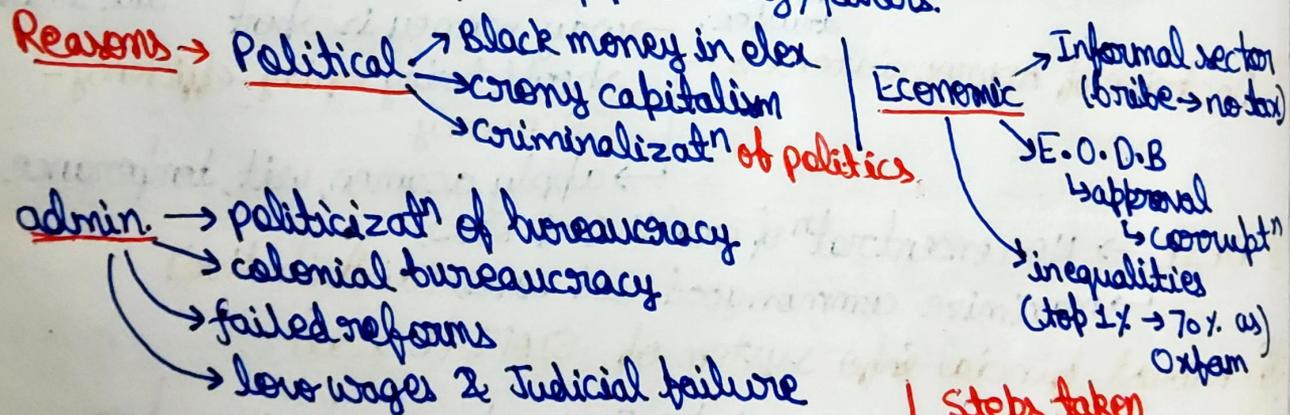
• "Corruption is paid ^{for} by the poor" → Pope Francis

• "Indifference to corruption will be criminal"

• Govt. may/may not make law against corruptⁿ but i myself pledge to renounce it right this moment.

• Zero Tolerance Policy

Corruptⁿ = misuse/abuse of power esp. by govt. official for personal gains in form of pecuniary/favors.



Social/ethical → materialism, individualism, value deficit, Discrimination

Admin steps → e-gov. initiatives / citizen charter & G.R.M. (Sevattam model) eg. CPGRAMS, Sakala (Karnataka) for public service delivery.

economic steps → [LPG reforms / GST / demonetizatⁿ]

- Steps taken
- ① POCA, 1988, ② CVC
 - ③ RTI, ④ Benami property Act
 - ⑤ Lokpal-Lokayukta
 - ⑥ Whistleblower protection Act
 - ⑦ electoral steps → (Assets, crime, educatⁿ disclosure / Lily Thomas verdict / cash limit ↓)

challenges → [Lack of pol. will | conviction rate low | e-gov. initiatives only proved to be tool of admin. convenience and recentralizatⁿ of power rather empowering citizens | Attitude, morals, values | more political gimmick of electoral reforms eg. talks only | Pol. pressure via suspension-transfer-promotⁿ etc]

WF → [ARC, Santharam → Pol. will | Code of ethics | C.S. Board to curb pol. control over admin. | simplify disciplinary proceedings | automatⁿ & digitisation] → Bureaucracy | Electoral → [criminalizatⁿ ↓ | Banning cash donatⁿ | Legally enforce MCC | Paid news → criminal offence | State funding]

Gov. [Bring transparency of the rules act (TORA) as per eco. survey |

- ① ECI uses Sectⁿ 10A for lodging misreporting of expenses
- ② sectⁿ 77 (paid news as pol. advert.)

Legal force to social audit & Citizen charter | Judicial reforms | Police reforms (7 points under Prakash Singh case) | defⁿ office of profit | strengthen

Kautilya → [Corruptⁿ is termite which transforms admin. machinery into hollow framework.]” direct & grassroots democracy.]

Prakash Singh case judgement → [separate law & order and investigatⁿ |

Selectⁿ of DGP based on merit, transparency with min. 2 years tenure | State security Commission | Police establishment board | Police complaints authority
to lay down broad policy & avoid ext. pressure | for transfers below DSP & recommend for posts above DSP | to hear complaints against officer above DSP for custody death, misconduct

| ensuring SHO & SP do have min. 2 years tenure | NSC for preparing panel for selectⁿ of chiefs of C.P.O. with min. tenure of 2 years |

- Social Justice [Rights, access, participatⁿ, equity (RAPE)]
- E.I. → [Conditioning observatⁿ experience learning (COEL)]
- SMART Gov. → [Simple Moral Accountable responsive transparent]
- Any audit → [ethics | economy | efficiency | effectiveness | equity]

Case study

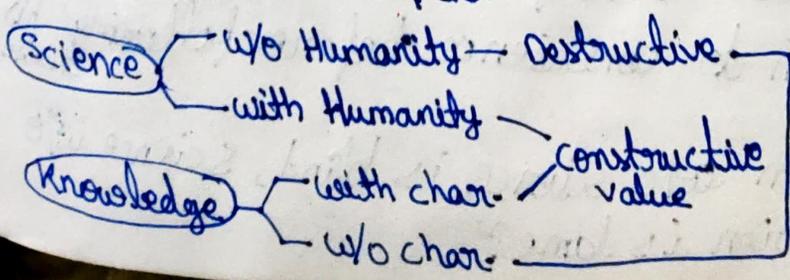
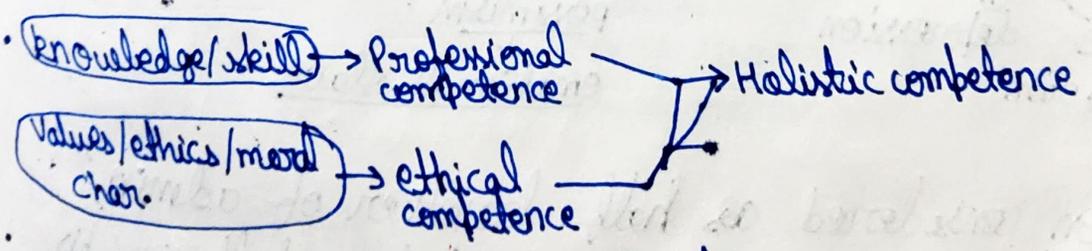
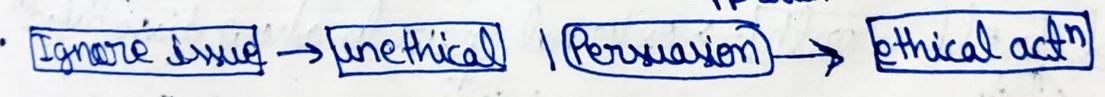
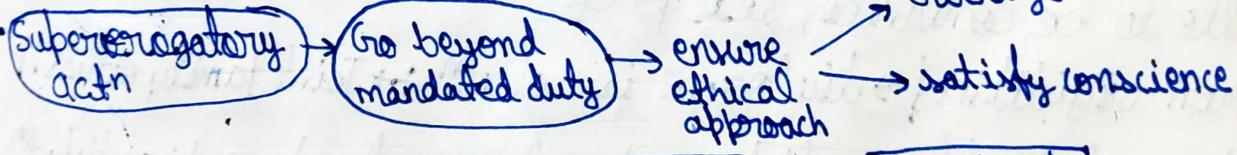
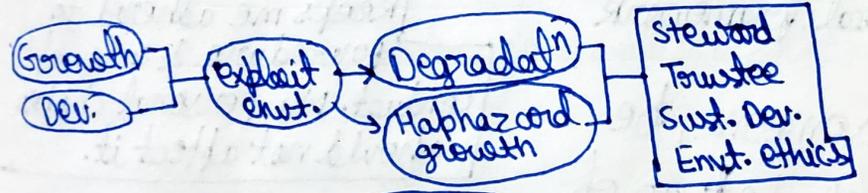
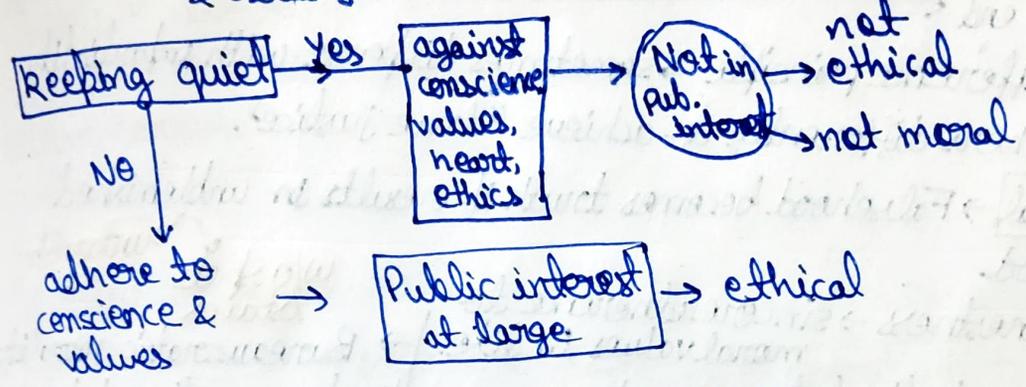
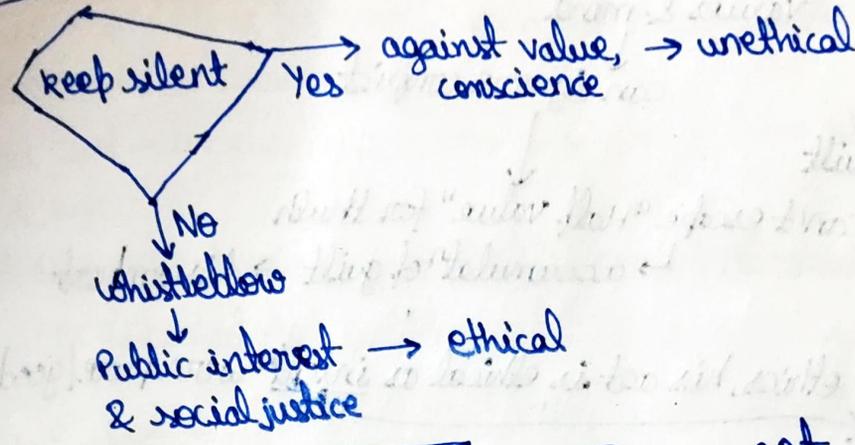
Thinkers

- ① Gandhi → 7 social sins → P ↓ Princ., Sci ↓ Hum., Comm. ↓ mor., ~~Sci~~ ↓ ~~Hum.~~, War. ↓ Sacr., Know. ↓ Char., Pl. ↓ Con.
 - Talisman
 - Trusteeship
- ② Kautilya → Yogakshema
 - corruptⁿ → termite
- ③ Kant → Deontological, Duty, Non consequentialist
 - eg. Fair procedure → categorical imperative
 - emphasize Humanity, Impartiality
- ④ Rawls → Social justice
 - ↳ equal liberty
 - ↳ difference principle
- ⑤ St. Thomas Aquinas → 4 cardinal virtue → Justice, prudence, temperance, courage
- ⑥ Buddhism → Shun evil, do good
 - Akusala kamma
 - Asteya, Aparigraha, Ahimsa, Satya, Celibacy.
- ⑦ Aristotle → Virtue ethics
 - ↳ intentⁿ matter
- ⑧ Bentham & Mill → Teleological & Utilitarianism
 - ↳ consequentialist
- ⑨ Carol Gilligan → ethics of care
 - ↳ maintain relatⁿ & connectⁿ with emotⁿ
 - ↳ responsiveness
- ⑩ Jainism → Gratitude
 - ↳ Forgive
 - ↳ micchami Dukkadam (forgiveness for all)
 - ↳ Anekantavada
- ⑪ Swami Vivekananda → mind = restless monkey
 - (EI) → knows what mind is doing then only it can be controlled
 - ↳ muscle of iron
 - ↳ nerve of steel

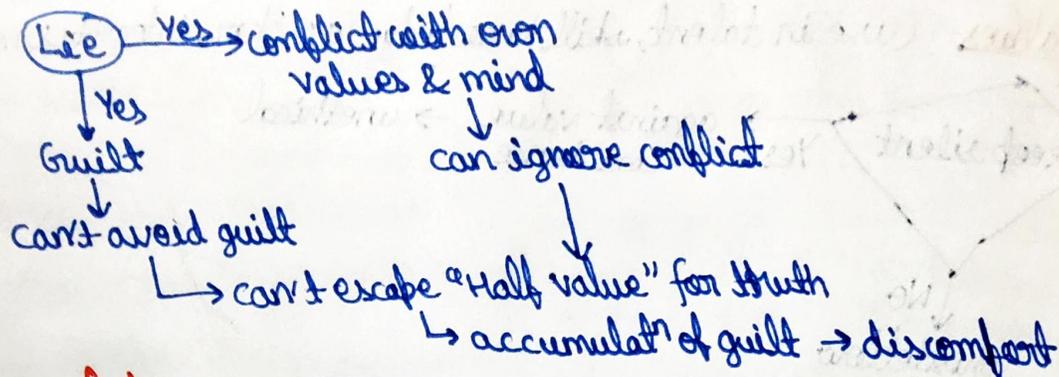
we were all humans until race disconnected us, religion separated us, politics divided us, wealth classified us.

- Corruptⁿ is an imp. manifestatⁿ of failure of ethics.
- Dart v/s emot. (Tribals & ethnic groups talk about emotional attachment with forest/land as well → symbiotic relatⁿ (face trauma))
- Desire, anger & greed are gateways to hell → Gita
- anger & intolerance are enemies of correct understanding
 - ↳ prejudice & stereotype

• Intellect has a sharp eye for methods and tools but is blind to ends & values (use in talent, skill, knowledge w/o char., integrity & heart)



Swami Vivekananda → "Jiva Seva is Shiva Seva"



Case study

- Acc. to virtue ethics, his act is ethical as intent were pure/good.
- means v/s end
- Rawls → Difference principle → sometimes dispense with impartiality & treat others differently to achieve "true justice".
- Tirukkural → Falsehood becomes truth if results in unblemished common good.
- Moral earnestness → sincere adherence to moral values in life.
- Breakdown of ethical framework
- To persuade someone, be able to be convinced, let go of own rigidities | → dialogue is solutⁿ → Joint family ethics. |
- Loss of self worth → external anger to show dissatisfaction
- Subjective evaluatⁿ of own worth → depression
- pessimism + emotional slave
- "Religion considered as half brother of admin."
- Buddha → listen to conscience before following his teaching
- Einstein → "Religion w/o science is blind, science w/o religion is lame."

w/o spots stains
undarnish-ed

→ Bureaucratic morality keeps me adhered to procedure & code of conduct. My personal choices should not affect it.

• What world needs is ~~not~~ mass prod., but productⁿ by masses → Gandhi.

→ Post retirement jobs

- Influence peddling for nexus with pol. & corporate | USA has no bars on post retirement job.
- Vohra cont → Nexus | quid-pro-quo | perception of integrity in public eye.
- 2nd ARC → cooling off period of 2 years | Oversight Commission to check malafide intent.

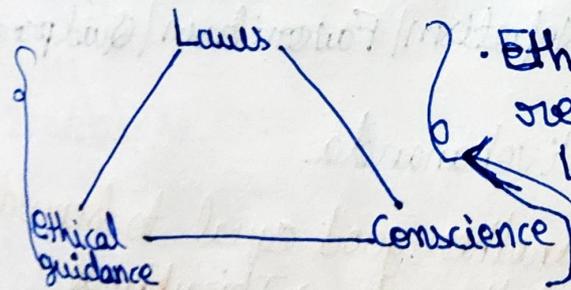
Intro → Current

Defⁿ

Interpretatⁿ

• Lokniti study highlighted elitism, corruptⁿ, irresponsibility behaviour

- Accountability is sine-qua-non for good governance
- Compassion → Bureaucratic rigidity vs democratic ethos
- Karl marx → "social being or material circumstance determine consciousness"
- Gandhiji → "You can be change you wish to bring into this world." → (use in affecting change)



• Ethics act as moral compass in regulatⁿ, formulatⁿ & implementatⁿ of Laws.

• If disagree with law, peoⁿ can mean of protest by balancing 3 elements

• In applied ethics problem → check problems/issues and solutions be given for ethical dimensions

ethics in I.T. → challenges } → ethics role in one subheading.
 → solutⁿ }

Whenever asked role of ethics

- Theory → explain concept & examples
- Gandhian ideals → aspect of moral-spiritual-ethical life
- Quote based questⁿ → interpret in story | Bring present context
- Knowledge of unethical act → complicit
 - eg. Disrobing of Draupadi → silence of elders like Bhishma Pitamaha highlighting degradatⁿ of social morality
- A nation should not be judged by how it treats ^{high} citizens
 - ↳ equity & justice
 - ↳ Mandela
- Golden rule of conduct is mutual toleratⁿ as truth exists in fragments → Gandhiji
- Doctrine of Karma (Liberalised interpretatⁿ of Karma System)
- Social influence by Tech → [Self pity / Blue whale syndrome]
- ISIS terror / Data sharing / Unrealistic expectatⁿ / Kidnapping
 - ↳ child lifting
- In question of resolving conflicts → give example of issues & solutions in columns.
- C.O.I. → Crony Capitalism / Nepotism / Favoritism / Quid pro quo
- Pale Star of Morality → Vivekananda
- It is difficult to obtain another good equal to benevolence either in this world or that of the gods. → Thirukkural.
- Ecologism
- Singapore model → pol will and probity → significant lowering of corruption.
- People's indifference is best breeding ground for corruption

- Rajinder Gupta of Trident Group → [Quotes "I am inspired by challenges" as company's motto]
- Self-reliance → charakha
- Bhakti Sharma → Sancharch of Bankhedli village (Bhopal)
- Nari Shakti is Rashtra Samriddhi.
- St. Augustine → "Jus ad bellum and Jus in Bello"
 - ↳ justified war conditions
 - ↳ minimize suffering in armed conflicts
- Kantian dictum → means over ends
- ~~Fair play~~
- St. Augustine → "Punishment is justice to unjust"
- "Yatra Narayantu Pujante Tatra Devata" → women are honoured, deities are pleased.
- Dwight Waldo → [12 spheres of ethical claims] → public accountability and objectivity for public servant.
 - { Law, people, nation, democracy, bureaucratic norms, professionalism, family & friends, personal groups, public interest, welfare, religion }
- Virtue ethics → character → Plato.
- Edmund Burke → triumph of evil signifies good men did nothing.
- J. Joseph's feast of vultures → ^{highlighted by} everydayness of corruption.

→ Stakeholders

Relative % of stake ⇒



- Social welfare → DPSPs | • Test of proportionality
- Tagore has said, "man as creat", represent creator", Hence any such Godhood attempts be rationally judged for benefit they bring.

→ Nehru → Human being is only sacrosanct thing
↳ ethics of ~~man~~ humanity

→ ~~man~~ Courage of Conviction → Laxmi Bai

→ Attitude → agency to behaviour eg. Malala Yousafzai

→ Attitude is what distinguishes Gandhi and Hitler

→ Child rights → Kailash Satyarthi

→ Right attitude → right thoughts & right balance → right

→ Nudge theory. personality

→ Gender justice is Human justice.

→ IR doesn't mean friendship but only ~~consequence or~~
convergence or divergence of interests.

→ Sarvajana Hitaya, Sarvajana Sukhaya → "Inclusion"

→ Joe Biden Stuttering & King ~~George~~ George IIIth

stuttering

↳ 3rd presidential bid

↳ "Healing America" vision → Polarisation

→ Anti-trust proceedings against Google in USA.

→ Sujabandhu rashtra Samridhi (better management towards
better nation)

→ "Anonymity is immunity"

→ Anusong Pame → 100 Km road through crowdfunding

→ Ajit Dewal; NSA → talked to people during Delhi riots,
abrogatⁿ of art. 370

→ Ake Ravi Krishna → crime ridden village to handle situation
(IPS)

→ Courage is most imp. of all values as it guarantees fⁿ of others
↳ Winston Churchill

→ Sanjukta Parashar (IPS)

↳ Bodo militancy handling.

→ Amcho Bgstar Amcho Police → Arif Shaikh, IPS [Community Policing]

→ Duty for duty's sake (Kant) → Nishkama Karma
↳ Satyendra Dubey

→ Sheelam Param Bhushanam → character is utmost virtue
↳ [for excellence in public service & never be compromised]

→ Dharma Rakshati Rakshitah → ~~Law protects~~ Those who protect law are protected by law.

→ Yatho Dharmastho Jayah → where there is righteousness, there is victory.

→ Satyameva Jayate → IPS |

→ Kautilya Dictum → Treasury is basis of power

→ Aranya Te Prithvi Syenam astu → Forest is earth's delight

→ We ~~know~~ never know worth of water till the well is dry

→ Thomas Fuller.

→ #MeToo said mother earth (ecofeminism)

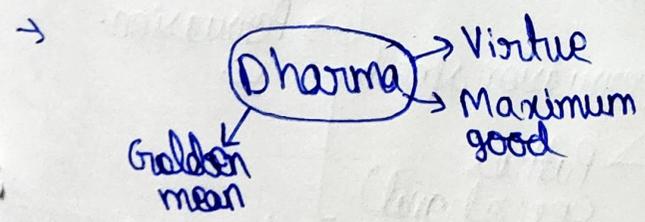
→ Climate change recognized as "threat multiplier"

→ We must start to live simply so that animals can simply live.

→ RBI → "Cash is king but digital is divine"

→ Misuse of Cyberlaw → Bhaxmaxor.

→ Ashoka's edicts → utilitarianism (maximum good)



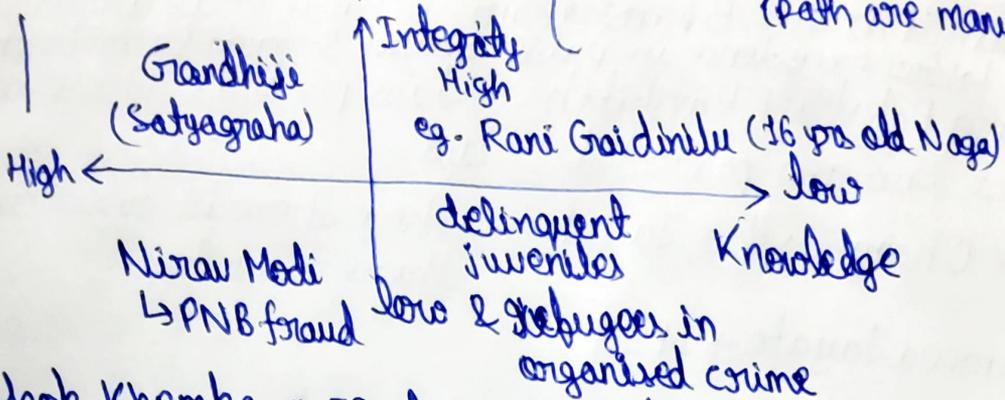
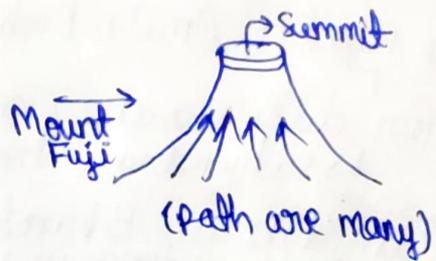
Sammum Bonum
↳ ultimate good of life is adherence to Dharma.

→ Ekam Sat Viprah Bahudbhah Vadanti → Truth is one, learned

→ Wittgenstein duck-rabbit for multiple viewpoints, interpret it differently

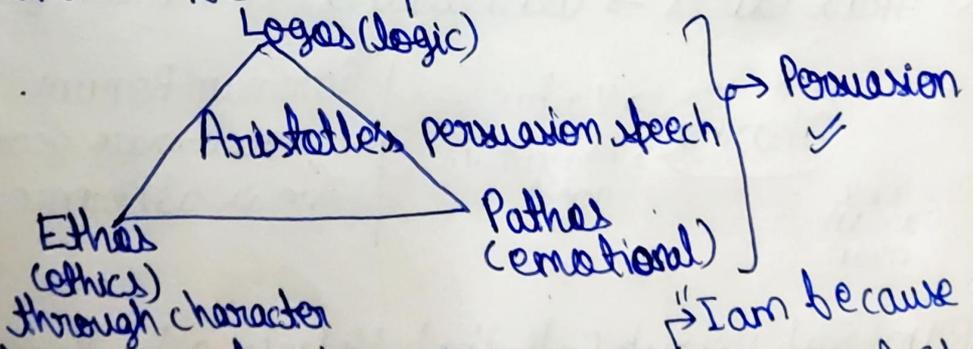


Truth is one,
Different ways are there
to achieve



- Ashok Khemka → 52 times transfer.
- Osama Bin Laden → teacher turned terrorist
- Nai Taleem (Gandhiji) → value educatⁿ is needed.
- ↳ educating mind w/o educating heart is no educatⁿ at all
- Righteousness → TN Seshan & E. Sreedharan.
- Jainism → Pancho Mahavrita
- Raju Swami (IAS) → fight against corruptⁿ?
- Tukaram Mundhe (IAS) → Jan Sunwai daily
- ↳ dispute transfer
- Vohra Comt. → Nexus

→ "Duty is worship" - Gandhiji



- South African philosophy of UBUNTU → "I am because we are" (For social cohesion)
- Christchurch attacker, Burhan wari streaming
- Abhiyan Kitab-Daan to donate books in Pune

- Shikshak Parv → recognize contributⁿ of teachers
- Sherries = Hangout Cafe → (Pay as you wish → still profitable)
- Qatar's ~~emem~~ boom ^{shared with Itali's Tamberi} → gold medal during High jump at Olympic
↳ sportsmanship, spirit of game.
- Dr. Bhakti Yadav (91 yrs)
Last 69 yrs → 1000's free delivery of babies (trusteeship, conscience, compassion, ethical gov.) → Padma Awards
- Man Change to Kathauti me Ganga → importance of purity of mind by Ravidas (conscience)
- Antyodaya → Achieving outcomes M.G. deeply cared about and fought for all his life.
- Future of world is in my classroom.
- India is two country :- an India of Light, an India of darkness, ocean brings light, every place on map near ocean well off, river brings darkness → "White Tiger" by Arvind Adiga
- If you wanted prosperity, you had to have cities. Cities are places that attract new people with new ideas. → Jane Jacobs in "Cities and wealth of nations" [Intro in Urbanisation]
- Village of which ^{conclusion} people come together to earn for themselves their food, their health, their educatⁿ, to gain themselves joy of so doing, shall have lighted lamp on way to Swaraj → Tagore [conclusion on
- "Tarka Pratishthah stoudyobibhinnanaike Rishiyasya matam Brahmaanam" → we can't rely totally on rational thinking to gain info, as it's nat w/o it's bias.
- "Rule of Law and maintainence of order is science of Governance" → Kautilya's Arthashastra.
- Dharma is foundatⁿ stone to good governance - Buddha.

- "Mata Bhramamah Putro Aham Brimivya" → earth is mother.
- **Ikigai** → Japanese secret to long & happy life.
- NSSO says, caste & religion plays key role in urban recruitment
- **Eshah Parthab** → "Self Sufficient India".
- **Dr. Aqsa Shaikh** → First trans doctor to run Covid Centre
↳ "I could be 1st but don't want to be last".
- "Yes Minister" Web Series → Poor quality of Committee proceedings, inefficiency.
- **Dairy milk** → sustainably sourced
- **Meenakshi Sargogi** of Balrampur Chinni → single handedly revived ^{Jays, making} company to one of most profitable company.
- Call of duty Vs Call of Conscience [Hathoras Case Burning]
- **Hiware Bazar model** → model village in Ahmednagar district of Maharashtra (Highest GDP) → **Papa Rao Baguji Pawar** + Sarpanch] (Liquor ban, ban tree cut, ban on grazing, free labor, family planning). → (Laughing Philosopher)
- Democratus → Greek Philosopher after whom Democracy was a stand up comedian lover.
- Chiragh-e-Dair → Ghalib's couplets on Varanasi as India's Mecca.
- **King of Gyges** → Integrity
- **Zomato** → food delivered without disposable cutlery unless one selects it → [Waste Minimalism]

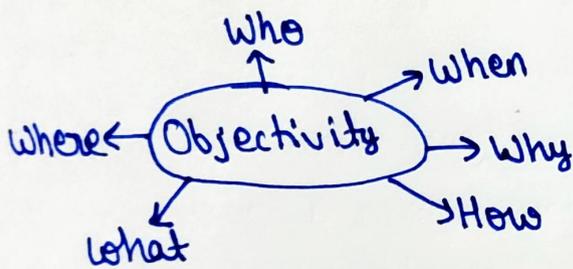
→ Ethics is generally about action-behavior-choices about good/bad.
↳ Fundamental principle of moral judgement.

"Atmani Pratikulani Pareham Na Samachaire" → Do not do unto others what you don't want others to do unto you.
(Confucius)

Birth of favoritism is death of ethics | Relativity applies to physics ~~that~~ ethics.

Ethics helps in applying love-empathy-Compassion. ↑ ^{Ethics} org. trust-loyalty-accountability.

~~In topic of secularism, quote~~ France fell bcoz there was corruptⁿ w/o indignation as per Remain Holland



• Longer one waits to fight evil, harder it is to defeat it
• "Devil can cite scriptures for his purpose" - Shakespeare.

• Good leaders do what is right rather than what makes them look good (Chauri Chaura) | "We shall go on to end, we shall never surrender" → Winston Churchill.

- Cowards can never be moral → Gandhi
- Good leaders guide, bad ones misguide → Lincoln, Gandhi
- Bad leaders misguide → Hitler, Mussolini
- Historicism → selective interpretatⁿ of history.